



INTERPERSONAL TACT

TASK: Discuss “Interpersonal Tact” and how it affects an organization

CONDITIONS: Given an open forum for discussion and question based module. Leaders will discuss how Interpersonal Tact impacts an Individual, Squad, and Organization

STANDARDS: Understand how Interpersonal Tact relies on accepting the character, reactions of individuals and others through the recognition of Diversity, Self Control, Emotion Factors, Balance and Stability .

REFERENCE(S): ADP 6-22/ADRP 6-22 Army Leadership August 2012



INTERPERSONAL TACT

What is Interpersonal Tact ?

(Discussion) Poll the group to solicit their thoughts on what they perceive to be the definition of Interpersonal Tact.

Effectively interacting with others depends on knowing what others perceive. It relies on accepting the character, reactions, and motives of yourself and others.

Interpersonal tact combines the following skills: recognizing diversity, displaying self-control, balance and stability in all situations.

(Use Personal experiences to drive home the Point)



INTERPERSONAL TACT

How do you Recognize Diversity ?

(Discussion) Poll the group to solicit their thoughts

Background, schooling, race, religion, and other factors shape Soldiers and Army Civilians. Personal perspectives vary within societal groups. Acknowledging differences, qualifications, contributions, and potential, Army leaders further strengthen the team effort by creating an environment where subordinates know they are valued for their talents, contributions, and differences.

A leader's job is to employ the different capabilities and talents brought to the team to build the best possible team. Army leaders should remain open to cultural diversity; it is important to know how the talents of individuals or groups will contribute to mission accomplishment.

Example: During World War II, Marines from the Navajo Nation formed a group of radio communications specialists called the Navajo Code Talkers. They handled command radio traffic in their native language—a unique talent. This significantly contributed to successful operations because the Japanese code breakers could not decipher their messages.



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How do you implement Self control?

(Discussion) Poll the group to see how they would implement Self Control.

(Create two scenarios where a leader is calm under pressure and where a Leader loses control)

SELF-CONTROL

Effective leaders control their emotions. Leaders should display the right amount of sensitivity and passion to tap into subordinates' emotions, instead of hysterics or lack of emotion.

Maintaining self-control inspires calm confidence in the team. Self-control encourages feedback from subordinates that can expand understanding of what is really happening. Self-control in combat is especially important for Army leaders. Leaders who lose their self-control cannot expect those who follow to maintain theirs.



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What are Emotional Factors?

An Army leader's self-control, balance, and stability greatly affect their ability to interact with others. People have hopes, fears, concerns, and dreams. Understanding that emotional energy sparks motivation and endurance is a powerful leadership tool.

Giving constructive feedback helps mobilize the team's emotional energies to accomplish difficult missions. Self-control, balance, and stability enable making ethical choices.

An ethical leader successfully applies ethical principles to decision making. It is critical for leaders to remain calm under pressure and expend energy on things they can positively influence and not worry about things they cannot.



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Why is **BALANCE** important in effecting communication?

Emotionally balanced leaders are able to display the right emotion for a given situation and can read others' emotional state. They draw on experience to provide subordinates the proper perspective on unfolding events.

They have a range of attitudes, from relaxed to intense, with which to approach diverse situations. They know how to choose what is appropriate for the circumstances. Balanced leaders know how to convey urgency without throwing the entire organization into chaos.

(Use Personal experiences to drive home the Point)



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(Discussion) What is the differences between Balance & Stability?

STABILITY

Effective leaders are steady, levelheaded when under pressure and fatigued, and calm in the face of danger. These characteristics stabilize subordinates who are always looking to their leaders for guidance and direction.

Example:

- Calm and rational under pressure.
- Do not give in to the temptation to do what personally feels good.
- If under great stress, it might feel better to vent—but will that help the organization?